

24 June 1981

from the Director



Number 3

This week I have made two organizational changes which will bear importantly on the improvement of national estimates, on the administration of CIA and on our relationships with the media, Congress and other elements of the government.

THE NATIONAL INTELLIGENCE COUNCIL (NIC)

For intelligence to play its crucial role as policy is formulated, our work must be relevant to the issues at hand and it must be timely. There have been shortcomings for some time in this relating of intelligence efforts and activities to the policy process. Moreover, the process of preparing national intelligence estimates has become slow, cumbersome and inconsistent with providing the policymaker with a timely, crisp forecast that incorporates clearly defined alternative views.

To correct this situation, I am restructuring the role of the National Intelligence Officers (NIOs) and the procedures for having the National Foreign Intelligence Board and its members make their inputs to national estimates. The NIOs, constituting jointly the National Intelligence Council, henceforth will report directly to the DCI and DDCI. The Chairman of the NIC will function as chief of staff in directing and coordinating the work of the NIOs. The NIOs will continue to be the DCI's principal representatives in policy forums, and will continue to support the DCI in his role as member of the NSC and the DDCI as Intelligence Community representative to the Senior Interdepartmental Groups (SIGs)—working through the Director of NFAC for analytical support and assistance.

The National Foreign Assessment Center (NFAC) will continue to be the analytical arm of CIA and the DCI and carry primary responsibility for the production of finished foreign intelligence.

OFFICE OF POLICY AND PLANNING

I have decided that organizational changes are needed to improve Agency-wide administration and to shift direction in certain areas now that the difficulties of the past decade are behind us. These changes will reduce staff positions and return a number of intelligence officers to the collection and production of intelligence.

I am establishing the Office of Policy and Planning to ensure that plans and policies submitted for DCI/DDCI consideration are consistent with Agency-wide objectives and priorities and that they are reviewed in the context of overall Agency needs. The Office will further develop and coordinate CIA's long-range planning effort, review materials submitted to the DCI/DDCI that concern Agency administration, personnel, analytical operations and external affairs policies, and coordinate preparation of briefing papers for the DCI and DDCI for NSC and SIG meetings as well as meetings with heads of other agencies. The Office of Policy and Planning also will centralize in the immediate office of the DCI/DDCI responsibility for all external affairs, including interdepartmental relations, liaison with the Congress and public affairs.

With respect to external affairs, the Office of Legislative Counsel and the Office of Public Affairs were created at a time when the Agency was still encountering considerable criticism in the media and in the Congress and when it was important to expend considerable effort to explain the Agency's mission, to justify our activities and to defend the quality of our work. The magnitude of effort devoted to these purposes has significantly decreased, and I believe the time has come for CIA to return to its more traditional low public profile and a leaner—but no less effective—presence on Capitol Hill. Our emphasis from now on should be to maintain and

enhance CIA's reputation not by representational activities but by the excellence of our work and the high quality of our contribution.

Because Agency contacts with the media and with Congress in most instances involve important, Agency-wide equities, I have decided to keep these two liaison functions in the Office of the Director and to place them organizationally so that Admiral Inman and I can work with them even more closely than in the past. Accordingly, the Office of Policy and Planning will include an External Affairs Staff consisting of two branches. The Legislative Liaison Branch will serve as the focal point for liaison with the Congress. It also will direct the handling of congressional correspondence and inquiries and will arrange briefing teams to provide substantive finished intelligence or other information to congressional requesters. The Legislative Division of OLC will be transferred to the Office of General Counsel. The Public Affairs Branch will be responsible for Agency liaison with the media. It will respond to

inquiries from the public about the Agency and arrange for public presentations, as appropriate, on the role and mission of the Agency. It will provide staff support for the Publications Review Board.

I have asked Robert M. Gates, a career Agency employee who is presently Director, DCI/DDCI Executive Staff, to become Director of the Office of Policy and Planning. Mr. Gates brings to this position a wide range of experience in intelligence and policy, including assignments as National Intelligence Officer for the Soviet Union, Executive Assistant to DCI Turner, and member of the National Security Council Staff during the Nixon, Ford, and Carter Administrations.

The names of the Chairman of the National Intelligence Council and the Chief of the External Affairs Staff of the Office of Policy and Planning will be announced at a later date.

A handwritten signature in black ink, reading "William J. Casey". The signature is fluid and cursive, with the first name "William" and last name "Casey" clearly legible.

William J. Casey
Director

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